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Enclosure

USIB/IRAC-D-22.1/45

THE DIRECTOR OF CENTRAL INTELLIGENCE

10 October 1975

WASHINGTON, D. C. 20505

The President  
The White House  
Washington, D.C. 20500

Dear Mr. President:

The Objectives I have outlined for US foreign intelligence during Fiscal Year 1976 are a further extension of guidance given to the Director of Central Intelligence in the Presidential memorandum of 5 November 1971 (and reconfirmed in your letter to me on 9 October 1974) concerning long-term goals for the Intelligence Community. They are again cast into two groups.

The first group, termed "Substantive Intelligence Objectives," stresses and defines the output that I believe you would expect of the Intelligence Community during the year on matters of priority concern to US foreign policy deliberations. They are given greater specificity in more than 70 Key Intelligence Questions developed by the Intelligence Community in coordination with the National Security Council Intelligence Committee (NSCIC). They constitute the driving force of our foreign intelligence effort for this fiscal year.

The second group, termed "Resource Management Objectives," deals with the means for achieving substantive objectives for FY 1976 and my perceptions of what intelligence must be able to achieve in the longer term. They include specific milestones for achievement in all categories of resource management that should be met during the year and will serve as a base measure of community performance. Results of performance will be provided to you in an annual report at the close of the fiscal year. Resource Management Objectives are designed not only as a means to achieve substantive goals, but also to develop and strengthen continually the capabilities and management efficiencies of our entire foreign intelligence apparatus.

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21

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Both groups of Objectives reflect concerns that are amplified separately in my "Perspectives for Intelligence 1976-1981" and my recommendations for the National Foreign Intelligence Program--FY 1976.

I invite your attention to the following features of this year's objectives:

a. The inclusion of Substantive Objective #4 focusing on the proliferation of nuclear, chemical and biological weapons. This can become a major problem in the future, so I have selected it for special attention.

b. The inclusion of Resource Management Objective #5 to focus on intelligence requirements mechanisms. The present systems are quite complex and serve a variety of different needs. To some extent, they appear to have become so diverse as to be unnecessarily burdensome. There is no simple panacea to this problem, but I believe it important to focus our attention on it.

c. Resource Management Objective #6 on the interaction of national and departmental intelligence. Your letter of 9 October 1974 specifically included "tactical intelligence" in your charge to me with respect to overall leadership of the Intelligence Community. In coordination with the Secretary of Defense, we have endeavored to size these activities and come to grips with the inter-relationships, but find it a very complicated field. I am thus asking for a comprehensive review of the overall problem of national/tactical relationships, with the view toward insuring that you are provided the best intelligence from both national and tactical assets; and that our tactical commands are provided the necessary intelligence support from national assets. Technology is imposing certain changes in this regard, and I know there is concern in the combatant commands as to whether their needs relating to battlefield surveillance and combat intelligence support can be adequately served in a timely fashion by intelligence resources under national control. This subject is well worth careful study, and could perhaps result in a redefinition of responsibilities with a better understanding of the technological and organizational aspects of the problem.

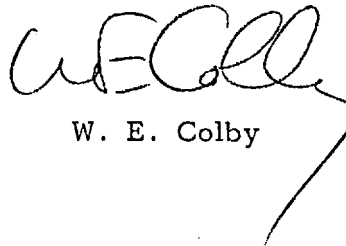
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Along with increased focus by all elements of the Community to the achievement of near-term Objectives, broader initiatives continue toward longer range improvement in the responsiveness of intelligence to the nation's need and in the management of intelligence assets and activities. Long-range community-wide plans for improving several of our large collection systems and networks are under development. Assessments of trends on the international scene are being extended well into the future. New and better ways to conduct the business of intelligence are being explored through a more extensive intelligence research and development program. In my annual report to you scheduled for October, I hope you will find our accomplishments during Fiscal Year 1975 to be satisfying.

I submit herewith for your approval the Objectives of the Intelligence Community for Fiscal Year 1976. I will welcome your approval, modification, or discussion of these Objectives.

Respectfully,



W. E. Colby

6 October 1975  
Attachment  
Objectives for FY 1976

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Attachment

USIB/IRAC-D-22.1/45

10 October 1975

DCI SUBSTANTIVE INTELLIGENCE OBJECTIVES FOR THE  
INTELLIGENCE COMMUNITY - FY 1976

Provide reliable and timely foreign intelligence reports, assessments, and estimates to the President and other elements of the US Government involved in policy formulation, international negotiations, and major operational decisions on the following priority topics:

OBJECTIVE NO. 1

Soviet policies, intentions, and capabilities for the execution of political, security and economic programs, with particular reference to:

- changes in Soviet leadership and the dynamics of and factors affecting Soviet decision making;
- providing early warning of scientific and technical advances which could significantly affect the US national security or national welfare;
- major developments in Soviet military RDT&E of weapons systems, deployment, and order of battle;
- Soviet compliance with the Strategic Arms Limitation agreements, the Limited Test Ban Treaty, possible Mutual Balanced Force Reduction agreements, and the observance of cease-fire or peace treaty arrangements; Soviet perception of US and Allied negotiating positions and force capabilities with respect to these issues;
- prospects for Soviet agricultural shortfalls and early warning of Soviet entry into the international (particularly the US) market for food stuffs; and
- Soviet extension of political influence and military power outside of the USSR.

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OBJECTIVE NO. 2

Developments within and policies, intentions, decision-making processes, and capabilities of the People's Republic of China in key political, military and economic areas which impact on important interests of the United States, its allies, the USSR, the rest of Asia and the more influential underdeveloped countries.

OBJECTIVE NO. 3

Political and military developments and trends (including terrorism) in potentially volatile international situations of strategic concern to the US.

OBJECTIVE NO. 4

Policies, intentions and capabilities of foreign states other than the USSR and the PRC, to develop nuclear weapons, chemical and biological weapons, and delivery systems to employ them.

OBJECTIVE NO. 5

Major foreign economic developments and trends relevant to US international policy decisions and negotiations, particularly those related to energy, raw materials, food resources, and to international trade and monetary arrangements.

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DCI RESOURCE MANAGEMENT OBJECTIVES FOR FY 1976

OBJECTIVE NO. 1

Evaluate the performance of the Intelligence Community in meeting the FY 75 substantive objectives and in response to the FY 75 Key Intelligence Questions; submit an Annual Report of the conclusions to the President through the National Security Council Intelligence Committee for review and comment; present revised substantive objectives and Key Intelligence Questions for FY 76 to the NSC (Intelligence Committee).

OBJECTIVE NO. 2

Review the programs of the Intelligence Community in the Intelligence Resources Advisory Committee. Submit to the President, through the Office of Management and Budget, independent recommendations for the National Foreign Intelligence Program. Support the President's intelligence budget before the Congress.

OBJECTIVE NO. 3

Provide leadership and guidance to the Intelligence Community, with the advice and assistance of the United States Intelligence Board and the Intelligence Resources Advisory Committee to include:

- Long-term Planning Guidance
- Substantive and Resource Management Objectives
- Production of National Intelligence
- National Plans for Signals Intelligence, Imagery and Human Source Intelligence
- Foreign Economic Intelligence Guidance
- Crisis and Warning Intelligence
- Protection of Intelligence Sources and Methods
- Resource Implications of KIQ Strategy Report to IRAC
- Annual Report on Foreign Intelligence to the President

OBJECTIVE NO. 4

Stimulate research, development, and application of techniques to improve intelligence collection processing, analysis, production, and presentation. Foster R&D cross-program technology sharing.

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Establish alternative or parallel research and development programs that hold promise to provide key intelligence in the event current collection resources are rendered less effective due to unanticipated technology advances by target nations.

OBJECTIVE NO. 5

Stimulate efforts to review and improve the Community's substantive intelligence requirements mechanism. Utilize the USIB/IRAC mechanisms to evaluate recommendations and implement improvements.

OBJECTIVE NO. 6

Review and recommend improvements in the interaction and mutual support between national and departmental/command ("tactical") intelligence systems, encouraging fully departmental/command ("tactical") control and exploitation of tactical systems.

OBJECTIVE NO. 7

Assist and respond to Presidential and Congressional Committees involved in reviewing and investigating the U.S. Foreign Intelligence Community.

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FY 1976  
DCI RESOURCE MANAGEMENT OBJECTIVES

OBJECTIVE NO. 1

Evaluate the performance of the Intelligence Community in meeting the FY 75 substantive objectives and in response to the FY 75 Key Intelligence Questions; submit an Annual Report of the conclusions to the President through the National Security Council Intelligence Committee for review and comment; present revised substantive objectives and Key Intelligence Questions for FY 76 to the NSC (Intelligence Committee).

MILESTONES:

Date

Aug '75	Develop and Submit KIQs-FY 76 to the NSC (Intelligence Committee) for Review.
Aug '75	DCI Issues FY 76 KIQs.
Aug-Sept '75	Prepare Individual Evaluation Reports on Community FY 75 Performance: <ul style="list-style-type: none"><li>- FY 75 KIQ Evaluation Process (KEP) completed providing substantive judgments of performance against FY 75 KIQs, and insights into resource utilization.</li><li>- Quality and completeness of finished intelligence products evaluated in terms of national foreign policy level user requirements.</li></ul>
Sept '75	Develop FY 76 KIQ Collection and Production Strategies.
Sept '75	FY 76 KIQ Collection and Production Strategies Review by USIB.
Sept '75	Report results of FY 75 KIQ Evaluation Process (KEP).
Oct '75	Provide evaluation of performance in meeting substantive intelligence objectives in Annual Report to the President.

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Oct-Nov '75      Include appropriate assessment data in the National  
Foreign Intelligence Program Recommendation (NFIPR).

May-Jun '76      Issue Key Intelligence Questions for FY 77.

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OBJECTIVE NO. 2

Review the programs of the Intelligence Community in the Intelligence Resources Advisory Committee. Submit to the President, through the Office of Management and Budget, independent recommendations for the National Foreign Intelligence Program. Support the President's intelligence budget before the Congress.

MILESTONES:

Date

July '75	Program Manager Submissions.
July '75	DCI Review - Consolidated Cryptologic Program/ Advanced Program Support/General Defense Intelligence Program/Special Recon Vehicles - CCP/APS/GDIP/SRV.

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July '75	DCI Review of CIA Program.
July '75	Consolidated Intelligence Resource Information System (CIRIS) FY 75 Data Available for Program Review.
July '75	Issue Papers/Program Decision Memorandum (PDM) to SecDef.
July '75	Issue Program Decision Memorandum (PDM).
July '75	IRAC Meeting.
Aug '75	Submit Program Decision Memorandum (PDM) Reclamas.
Aug '75	Issue Amended Program Decision Memorandums (PDM's).
Sept '75	DCI/ASD(I) Discussion--CIA Program and State Department Budget Submissions.
Sept '75	Submit Budget Estimates--Services and Agencies Estimates to DoD Comptroller.

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Oct '75                    CIA Budget Estimate to OMB.  
Oct '75                    IRAC Meeting.  
Oct '75                    OSD/OMB Budget Reviews.  
Nov '75 (early)          DCI Preliminary Recommendation on Major Issues.



Nov '75                    DCI/ASD(I) Meeting - Discussion of General Defense  
Intelligence Program and Consolidated Cryptologic  
Program (GDIP/CCP) budgets.  
Nov '75                    DoD Issues Program Budget Decisions.  
Dec '75                    Program Managers Complete Program Budget Decisions  
Reclamas, as appropriate.  
Dec '75                    IRAC Meeting - Review FY 77 Budget Decisions and  
NFIPR draft.  
Dec '75                    DCI submits National Foreign Intelligence Program  
Recommendation (NFIPR) to the President through OMB.  
Jan '76                    Issue CIRIS FY 76 Data Call.  
Feb '76                    Issue Planning and Programming Guidance (SecDef).  
Feb '76                    Fiscal Guidance Policy--Intelligence Annex--ASD(I).  
May-July '76              FY 78 Program Development.  
Mar '76                    IRAC Meeting.  
Mar '76                    Issue FY 78 Program Call (CIA).  
Apr '76                    CIRIS FY 76 Data Submissions Due.  
Apr '76                    EXCOMs (if required).

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Apr '76	FY 77 Congressional Budget Presentations.
May '76	Submit FY 78 Program Objectives.
May '76	Program Review--ASD(I) and IC.
Jun '76	CIRIS Data Available for Program Review.
Jun '76	OMB FY 78 Fiscal Guidance.

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OBJECTIVE NO. 3

Provide leadership and guidance to the Intelligence Community, with the advice and assistance of the United States Intelligence Board and the Intelligence Resources Advisory Committee to include:

- Long-term Planning Guidance
- Substantive and Resource Management Objectives
- Production of National Intelligence
- National Plans for Signals Intelligence, Imagery and Human Source Intelligence
- Foreign Economic Intelligence Guidance
- Crisis and Warning Intelligence
- Protection of Intelligence Sources and Methods
- Resource Implications of KIQ Strategy Report to IRAC
- Annual Report on Foreign Intelligence to the President.

MILESTONES:

Date

Long-term Planning Guidance

- |         |  |
|---------|--|
| Oct '75 | - Produce and disseminate the DCI's Perspectives for Intelligence 1976-1981. |
| Jan '76 | - Produce and disseminate the DCI's Perspectives for Intelligence 1977-1982. |

Objectives

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|---------|---|
| Oct '75 | - Produce and disseminate DCI Substantive and Resource Management Objectives for FY 76. |
| Mar '76 | - Produce and disseminate DCI Substantive and Resource Management Objectives for FY 77. |

Production of National Intelligence

- |          |   |
|----------|---|
| July '75 | - Report FY 75 Improvements in Intelligence Production. |
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July '75-Jun'76 - Conduct a continuing substantive review of national intelligence products; report findings and provide production guidance in part through publication of the Review of National Intelligence.

Jul'75-Jun'76 - Conduct post-mortems of the Community's performance before and during international crises or other international developments, as appropriate.

National SIGINT Plan

June '75 - Director, NSA begin revision of NSP to reflect current intelligence objectives and resource decisions.

July '75 - SIGINT Committee provide updated statements of SIGINT requirement for input to NSP.

Sept '75 - Services, departments, agencies and JCS review draft revisions.

Nov '75 - USIB/IRAC review.

Nov '75 - Provide revised NSP for use in development of cryptologic programs for FY 78-82 period.

National Imagery Plan for Satellites

July '75 - Completion of studies (resolution and area coverage requirements) serving as inputs to the NIPS.

Feb '76 - Draft National Imagery Plan with a summary of actions required by the NRP and the Intelligence Community.

Mar '76 - Community review of draft.

Apr '76 - Presentation of National Imagery Plan to USIB/IRAC.

May '76 - Publication of National Imagery Plan.

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- June '76 - Implementation of National Imagery Plan.

National HUMINT Plan

- July '75 - Human Sources Committee approval of National HUMINT Plan (concept-outline).

- Aug '75 - Tasking of departments and agencies.

- Mar '76 - USIB/IRAC review.

- Mar '76 - Publish and implement National HUMINT Plan.

Foreign Economic Intelligence Guidance

- Mar '76 - Publish evaluation by the Economic Intelligence Committee (EIC) of responses to collection guidance transmitted via the Combined Economic Reporting Program (CERP).

Crisis and Warning Intelligence

- Oct '75 - Deputy to the DCI for the Intelligence Community (D/DCI/IC) provide first report to USIB on performance of new strategic warning system.

- Nov '75 - Report test-bed results of project [redacted] toward providing the DCI with an instrumentality to respond to warning and crisis situations on the basis of the convergence of critical items of intelligence from all agency sources.

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Protection of Intelligence Sources and Methods

- 1975-1976 - Presentation to Congress of recommendations for legislation to strengthen the protection of intelligence sources and methods--following completion of Select Committees activities.

- Sept '75 - Report to DCI on status of development of Community Computer-Assisted Compartmentation Control System.

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- Aug-Sept '75 - D/DCI/IC report recommendations to the DCI and SecDef on the results of pilot study--national-tactical relationships.
- Oct '75 - Annual Report on Foreign Intelligence to President.
- Oct '75 - Resource Implications of KIQ Strategy Report to IRAC.

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OBJECTIVE NO. 4

Stimulate research, development, and application of techniques to improve intelligence collection processing, analysis, production, and presentation. Foster R&D cross-program technology sharing. Establish alternative or parallel research and development programs that hold promise to provide key intelligence in the event current collection resources are rendered less effective due to unanticipated technology advances by target nations.

MILESTONES:

Date

Oct '75 Intelligence Research & Development Council (IRDC) submit recommendations to USIB/IRAC on the following key problem areas:

- tactical and near-real time use of intelligence;
- new initiatives in mass-memory technology to reduce data handling and in the use of computer terminals to improve analyst data handling capabilities;
- improve methods for information processing, analysis, and presentation of intelligence information to intelligence consumers;



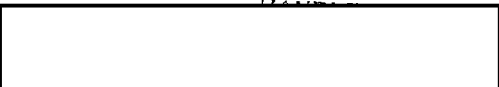
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- Human Source R&D.

Oct '75 IRAC considers recommendations for intelligence R&D.

Dec'75-Jun'76 Follow-up actions by IR&D Council based on USIB/IRAC assessment of recommendations.

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OBJECTIVE NO. 5

Stimulate efforts to review and improve the Community's substantive intelligence requirements mechanism. Utilize the USIB/IRAC mechanisms to evaluate recommendations and implement improvements.

MILESTONES:

Date

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July-Sept '75 - Complete problem-oriented revision of imagery collection/exploitation requirements base.

July '75 -

Aug '75 -

Sept '75 - Develop with National Intelligence Officers (NIOs), KIQ strategy statements for imagery collection/exploitation.

Human Sources Committee

July-Dec '75 -

July-Dec '75 - Review requirements/guidance systems--recommend changes for improvement and simplification.

July-Dec '75 - Review mechanisms/systems for tasking clandestine collection for priority requirements.

July-Dec '75 - Develop improved communications methods between production analysts and field reporters.

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- Sept '75 - Develop with NIOs, KIQ strategy statements for human-source collection.

SIGINT

- July '75 - Complete new SIGINT requirements mechanism and submit to USIB.
- Sept '75 - Develop with NIOs, KIQ strategy statements for SIGINT collection.
- June '76 - Utilizing the new mechanism, review for validation all SIGINT requirements.

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OBJECTIVE NO. 6

Review and recommend improvements in the interaction and mutual support between national and departmental/command ("tactical") intelligence systems, encouraging full departmental/command ("tactical") control and exploitation of tactical systems.

MILESTONES:

Date

Sept-Oct '75	Complete Pilot Study on National Intelligence Support to Field Commanders.
Sept-Oct '75	In coordination with the Secretary of Defense, establish a mechanism for follow-on tactical-national intelligence interface activity.
Oct-Nov '75	Identify areas for follow-on actions in tactical-national relationships; begin studies.

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OBJECTIVE NO. 7

Assist and respond to Presidential and Congressional Committees involved in reviewing and investigating the U.S. Foreign Intelligence Community.

MILESTONES:

Date

July'75-Jun'76 DCI contributions to President's response to investigations/  
recommendations.

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